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Thoughts on PAID's Six-Month Work Program

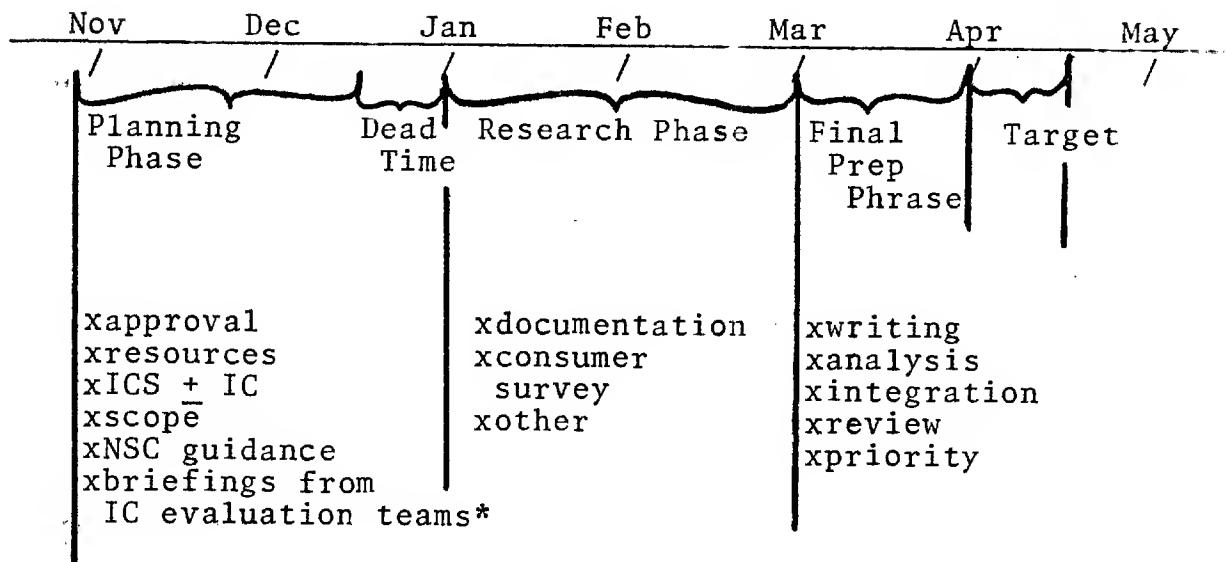
-- NSC Review #2

- Establish specific number of key problems/topics (six is probably an ideal amount).
- Examine problems/topics in more detail than in NSC Review #1.
- Review should be conducted with a view to seeking new approaches for the IC to satisfy user requirements.
- PAID's efforts ought to be devoted to the NSC Review exclusively.
- This review ought to include a follow-on report concerning open issues, problems and questions raised in NSC Review #1. In this context, the NSC Review could be the foundation, the base of everything we do.
- The basic question posed by this semiannual review is user/producer interface. What can be done to enhance it? At what level--the top, high-level management, and/or working staff?
- Consider all possibilities for the widest possible dissemination of the survey.
- Recommend closer coordination with "evaluation" organizations in various agencies in the IC (/ ^{so} as not to duplicate efforts).

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- A tentative schedule:



*DIA, CIA(DDO) eval teams

- Some suggested topics:

- x Directed energy weapons program in the SU
- x Adequacy of political reporting in WE and LA

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-- Product Improvement--What and how?

- IC across board (CIA, DIA/etc.) should put out more interdisciplinary products. Care, however, must be exercised to preserve the line between intelligence analysis and policy formulation.
- Reexamine IC dissemination techniques and efforts with a view toward improvement.
- The age-old question of compartmentation and classification needs careful reevaluation so that the widest possible audience of decision/policymakers can see or will examine more of the IC product.
- There is much to be done regarding the presentation of intelligence (this topic treated as a separate item).
- Question of "what product" must be answered: national, strategic, tactical, analytical, collection, etc.--what? We have not scratched the surface yet on the product for field commanders.
- The reality of our day-to-day existence in PAID must be faced. There are six people in PEB. How do we operate differently than in the past "except at the margin?" Much of our work is of the staff-action type on "matters of the moment," putting out fires and the like
- It might be useful to evaluate the 1976 crop of NIEs and/or the NSSMs in progress. The NID itself could stand careful

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scrutiny; in this regard, a content analysis of the NID over a year's time might be quite revealing.

- Obviously, we'll need to watch in the next six months the trend of IC analyses that integrates the political, economic, military, and the scientific/technical factors.
- There is a gap between near term and longer term reporting, particularly in the nuclear proliferation, technology transfer, and terrorism topics. CIA and DIA products might be the object of a close watch in this regard.
- The NIO/PAID relationship/interface needs examination.

-- Community (Performance) Evaluations

- At least a segment of PAID's evaluative tools might include structured questionnaires. Development of such questionnaires could be contracted out. Good questions could be used in conjunction with interviews and provide coherence to them; they could be delivered by an "advance man," to be followed by the interview people.
- This is really an organizational question, that is, just how much time do we devote to what? "When we worked the RONI, probably 60 to 70 percent of our time was devoted to that effort." What this means is that our tasks, whatever they may be, must be clearly specified.

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- We must find some way to keep current on who's doing in the IC what/on both the geographical and topical areas. Then each PAID staffer ought to get all IC production related to his specific interests/responsibilities to cross his desk. NIOs must be carefully followed.
- Perhaps IC production might be followed by the Central Reference Service (CRS). Can we get a soft core program to develop the data? Automation of this facet of PAID concerns could save us a lot of valuable time.
- Techniques/methods for evaluation ought to be examined for possible use in PAID. A consultant or contractor might be called on to help in this.

-- DIA Manpower Audit

- This Audit deserves a close watch. "It's a good thing." It works such questions as the weighted efforts of an organization in terms of what it's actually doing. It ought to show at a glance how changes in efforts or emphasis affect organizational resources. PAID is committed to review and evaluate this Audit. What it learns might be applicable to the IC in general. The audit suggests an examination of production measurement, costs, and resources. The results may permit more efficient response to user needs by being better able to manipulate IC resources.

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-- Post Mortems

- There's no way to forecast requirements such as this. Who could have predicted the impact of the GAO Mayaguez agency reports? This points out the difficulty of following any kind of work plan we might develop while at Warrenton.
- Some post-mortems that might be considered:
 - Sub-Saharan Africa (begin in Angola incident period.)
 - Indonesia
 - Vietnam
 - Topical
 - crisis operations (Lebanon)
 - crisis operations (Korean tree incident)

-- DCI Annual Posture Report

- We'll always be involved in this "report to the President" one way or another each year. OPP is the assembly point this year. PAID is submitting a segment on production problems. The SSIC may be the stimulus for much of this year's content.

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-- KIQ/KEP

- KEP as such is more or less dead. However, we'll be responsible for a KIQ evaluation next fall. Fifteen KIQs must be examined in the first quarter of the year. (KEP was a formal program.) The question we face at [REDACTED] is "How will our PAID efforts interface with the new KIQ program?" Somehow it ought to be linked with the NSC Review.
- A new KIQ to be required on terrorism.

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-- Approaches to the Presentation of Intelligence

- This is not a new topic but a very important question for PAID.
- Imagine a video briefing of the NID for the senior and high-level managers in this town.
- In earlier planning when 27 were authorized for the PAID staff instead of the current 18, this would have been one of the major functions of a branch that would have, but does not now exist.
- PAID might consider a contract to work this topic thoroughly

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-- Analytical Methodologies

- This is really an element of product improvement. It's in the nature of the PAID charter to be aware of as many analytical and evaluative techniques as possible. OPR has done work in this area. [REDACTED] has been contracted by CIA (OR&D) to accomplish studies in analytical methodologies. PAID ought to insure these studies are widely disseminated in the IC, not just in the CIA.

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-- Net Assessments

- It has been suggested that a NSC conference be called to discuss net assessments to work such questions as: What are they? How many should there be? How can they be done better? Where does intelligence fit? Where does the IC Staff fit in this? There is much work to be done in preparation for such a conference. A carefully constructed point paper and agenda would need to be developed and then coordinated with all participants. This question ought to be brought up and, perhaps, the conference set in motion before any possible "rearrangements of the furniture" as a result of the election. [REDACTED] worked on a paper in April 76 that addresses DCI involvement in net assessments. In the beginning at least, PAID can act as a "prodger" on this.

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Priorities for PEB's Six-Month Work Program

-- Must Do

- ° NSC Review #2
- ° DIA Manpower Audit
- ° DCI Annual Posture Report
- ° KIQ Evaluations
- ° Follow-up on Nuclear Proliferation
- ° ICS SWAT Actions

C & W white Paper
NIE 11-3/8 Final
Tech Transfer

-- Should Do

- ° Technology Transfer
- ° Soviet Directed Energy Programs
- ° Analytical Methodologies
- ° Study of International ~~Intelligence~~ Needs of the Congressional Branch

-- Would Like to Do

- ° Terrorism
- ° Exploitation of Intelligence in Open Literature
- ° Requirements for Photographic Intelligence

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TRANSMITTAL SLIP		DATE
		8 Oct 76
TO:	25X1A	
ROOM NO.	BUILDING	
REMARKS:		
<p>[REDACTED]</p> <p>The attached reflects the unexpurgated ideas of PEB staffers plus some of [REDACTED] thoughts on various topics expected to surface on the [REDACTED] meeting agenda. The priorities reflect a composite judgment of PEB members.</p> <p>[REDACTED]</p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55REPLACES FORM 36-8
WHICH MAY BE USED.

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